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ENTREPRENEURIAL ORIENTATION, MARKET ORIENTATION,
ENTREPRENEURIAL NETWORKING AND BUSINESS PERFORMANCE
OF SMALL BUSINESS OWNERS IN LABUAN FEDERAL TERRITORY



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ENTREPRENEURIAL ORIENTATION AND THE PERFORMANCE OF
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ABSTRACT

This study aimed to explore business performance of small business owners in Labuan Federal Territory. Accordingly, researcher has put forward three variables namely entrepreneurial orientation, market orientation and entrepreneurial networking as variables that influenced business performance of small business owners in Labuan Federal Territory. Data was collected using the questionnaire distributed to 75 small business owners in Labuan Federal Territory as respondents, but 70 usable data were gathered. This survey was analyzed via Statistical Package for Social Science (SPSS). Correlation test was used to identify the relationship between entrepreneurial orientation, market orientation, entrepreneurial networking and business performance. The multiple regression analysis was conducted to determine the influence of three variables towards business performance of small business owners. The finding showed that the level of entrepreneurial orientation, market orientation, entrepreneurial networking and business performance were moderately high. Pearson correlation analysis showed significant relationship between entrepreneurial orientation, market orientation and entrepreneurial networking towards business performance. Multiple regression analysis showed that entrepreneurial orientation has the highest influence on the business performance of small business owners in Labuan Federal Territory, followed by the market orientation and entrepreneurial networking. The study further contributes to the existing body of knowledge in the field of entrepreneurship where similar studies are generally scarce. Finally, study limitations and suggestions for the small business owners and future research are provided and discussed.

Keywords: Entrepreneurial orientation, market orientation, entrepreneurial networking, business performance, small business owner.

ABSTRAK

Kajian ini bertujuan untuk meninjau prestasi perniagaan dalam kalangan pemilik perniagaan kecil-kecilan di Wilayah Persekutuan Labuan. Sejar dengan itu, penyelidik telah mengemukakan tiga pemboleh ubah, iaitu orientasi keusahawanan, orientasi pasaran dan jaringan keusahawanan untuk dinilai sebagai pemboleh ubah-pemboleh ubah yang mempengaruhi prestasi perniagaan dalam kalangan pemilik perniagaan kecil-kecilan. Kajian ini dibuat dengan menggunakan instrumen soal selidik ke atas 75 orang pemilik perniagaan kecil-kecilan di Wilayah Persekutuan Labuan sebagai responden, tetapi 70 data yang digunakan telah dikumpulkan. Data-data yang diperoleh daripada kaji selidik ini dianalisis dengan menggunakan perisian Statistical Package for Social Science (SPSS). Ujian korelasi digunakan untuk melihat hubungan antara pemboleh ubah orientasi keusahawanan, orientasi pasaran, jaringan keusahawanan dan prestasi perniagaan. Manakala ujian regresi berganda pula digunakan bagi melihat pengaruh pemboleh ubah-pemboleh ubah tersebut ke atas prestasi perniagaan dalam kalangan pemilik perniagaan kecil-kecilan di Wilayah Persekutuan Labuan. Dapatan kajian menunjukkan tahap orientasi keusahawanan, orientasi pasaran, jaringan keusahawanan dan prestasi perniagaan berada pada tahap sederhana tinggi. Analisis korelasi Pearson menunjukkan terdapat hubungan antara orientasi keusahawanan, orientasi pasaran, jaringan keusahawanan terhadap prestasi perniagaan. Manakala regresi berganda menunjukkan bahawa orientasi keusahawanan mempunyai pengaruh tinggi terhadap prestasi perniagaan dalam kalangan pemilik perniagaan kecil-kecilan di Wilayah Persekutuan Labuan, diikuti oleh orientasi pasaran dan jaringan keusahawanan. Kajian ini seterusnya menumbang kepada ilmu pengetahuan sedia ada apabila kajian-kajian seperti ini sangatlah berkurangan. Akhir sekali, limitasi dan cadangan terhadap pemilik perniagaan kecil-kecilan serta kajian pada masa hadapan turut disediakan serta dibincangkan.

Kata kunci: Orientasi keusahawanan, orientasi pasaran, jaringan keusahawanan, prestasi perniagaan, pemilik perniagaan kecil-kecilan.

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LIST OF ABBREVIATIONS

AIM	:	Amanah Ikhtiar Malaysia
CCM	:	Companies Commission of Malaysia
GDP	:	Gross Domestic Product
KEEP	:	Key Employee Engagement Program
MATRADE	:	Malaysian External Trade Development Corporation
MIDA	:	Malaysian Investment Development Authority
MO	:	Market Orientation
EO	:	Entrepreneurial Orientation
SMEs	:	Small and Medium-Sized Enterprise
SMI	:	Small and Medium Industries
SPSS	:	Statistical Package for the Social Science

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

As the nation moves into 21st century and with the prompt growth of technology where all of the information are at the fingertips, Malaysia find itself in a state of evolution. Our society is becoming more knowledgeable and better well-versed with the higher expectation that gives the idea that what have been accepted before may never again be satisfactory or pertinent to them (Tharanya, 2016). Ever since independence in 1957, Malaysia has achieved stable and perpetual economic growth. At the same time, poverty is continually one of the foremost problems faced by the most government in the developing countries, including Malaysia (Rabiatul, Ahmad, Irwanshah, & Jeya, 2017).

Therefore, in order for Malaysia to be a high income nation, it must be able to compete and match effectively with other developed nations not only regionally but also globally (Eleventh Malaysia Plan, 2015). It is very important to note that more employment and business opportunities particularly in small business need to be created if we want to compete in a global market environment. For that reason, providing assistance, promoting development and expansion of the low income society have been a major concern for the Malaysian Government ever since the First Malaysian Plan. From the time when the First Plan has been introduced, numerous supporting agencies were established to give a hand to this group in order for them to have a better life. The Malaysian Government provides various types of assistance to help the low income groups to overcome their problems including the execution of entrepreneurship programs as tools to mitigate the poverty among the society.

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APPENDIX 1

Questionnaires in English



**Othman Yeop Abdullah
Graduate School of Business**

Universiti Utara Malaysia

Dear respondent,

I am a Master candidate at Universiti Utara Malaysia (UUM) conducting a survey on the topic “Entrepreneurial Orientation, Market Orientation, Entrepreneurial Networking and Business Performance of Small Business Owners in Labuan Federal Territory. This study is aimed to identify the influence of entrepreneurial orientation, market orientation, entrepreneurial networking towards the business performance among the small business owners in Labuan Federal Territory.

I would be so grateful if you could take a few minutes of your time to fill in this questionnaire. This survey is purely for educational purpose and your answers will be kept confidential. Please feel free to contact me at number +60146756398 or e-mail me at shyalwisuhimi@gmail.com if you have any questions or inquiry about the study.

Thank you very much for your time and cooperation.

Yours sincerely,

Shyalwi bin Suhimi

820930

Master of Science in Management

Universiti Utara Malaysia

Section A: Demography

Please tick in the box provided with the answer that represents your response for each of the following items.

Personal Background

1. Gender

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

2. Age

<input type="checkbox"/>	18 – 25 years
<input type="checkbox"/>	26 – 35 years
<input type="checkbox"/>	36 – 50 years
<input type="checkbox"/>	Over 50 years

3. Race/Ethnicity

<input type="checkbox"/>	Malay
<input type="checkbox"/>	Chinese
<input type="checkbox"/>	Indian
<input type="checkbox"/>	Others

Business Background

4. How did you become the owner of the business?

<input type="checkbox"/>	Founder
<input type="checkbox"/>	Inherited from family

5. Your monthly sales? Please state RM

6. How long have you involved in business?

<input type="checkbox"/>	One year and below
<input type="checkbox"/>	2 – 5 years
<input type="checkbox"/>	6 – 9 years
<input type="checkbox"/>	10 years and above

7. How many products that have been produced by your business?

<input type="checkbox"/>	1 product
<input type="checkbox"/>	2 – 4 products
<input type="checkbox"/>	More than 5 products

8. How many employees do you have currently?

<input type="checkbox"/>	1 employee
<input type="checkbox"/>	2 – 4 employees
<input type="checkbox"/>	5 employees

Section B: Entrepreneurial Orientation

The statements in this section are related to the entrepreneurial orientation in your business. Please provide the answer to each statement by using the following numerical scale.

1	2	3	4	5
Strongly disagree	Disagree	Slightly Agree	Agree	Strongly Agree

Item	1	2	3	4	5
Autonomy (act independently)					
1. My employees have enough autonomy to do their work without continual supervision					
2. My employees perform jobs that allow them to make changes in the way they perform their tasks					
3. My employees are given freedom to decide the best way on how to go about doing their work					
4. My employees are encourages to manage their own work according to their own comfort					
5. My employees are given responsibility to act alone if they think it to be in the best interests of the business					
Innovativeness (encourage experimentation)					
6. My business regularly introduces new products					
7. My business added the product line from time to time					
8. My business places a strong emphasis on new products towards the customers					
9. My business has made a new change to the business operations process from time to time					
10. My business is creative in its methods of operation					
Risk-taking					
11. My business dare to taking the risks that assumed could be handle by the business					
12. Employees are often encourages to take calculated risks concerning new ideas					
13. The term "risk-taker" is considered a positive attribute for employees in our business					
14. My business emphasis the exploration towards the business opportunities					
Pro-activeness (take initiative)					
15. My business is very often the first to introduce new products					
16. My business typically initiates actions which other business respond					
17. My business continuously monitors market trends					
18. My business continuously identifies the future needs of the customers					

Competitive aggressiveness					
19. My business is very earnest in competition					
20. I encourages my employees to be aggressive in competition					
21. Overall, my business effectively assumes an aggressive approach when compete with other business					
22. My business will try to reduce the competitors as much as possible					

Section C: Market Orientation

The statements in this section are related to the market orientation in your business.

Please provide the answer to each statement by using the following scale.

1	2	3	4	5
Strongly Disagree	Disagree	Slightly Agree	Agree	Strongly Agree

Item	1	2	3	4	5
Competitor Orientation					
1. I seek information about my competitors					
2. I rapidly respond to competitor's actions					
3. My strategy for competitive advantage is based on my understanding of customer's needs					
4. I regularly concerned about my competitors' strengths					
5. I regularly concerned about my competitors' strategies					
Customer Orientation					
6. My business objectives are driven primarily by customer satisfaction					
7. I like to survey my existing customers					
8. I like to survey the individual that are potential to be my customers					
9. I concerned with my customer's satisfaction					
10. My business strategies are driven by my belief about how I can create greater value for my customers					
11. I give close attention to after-sale service towards customers					
Inter-functional					
12. I understand how I can contribute to creating customers value in my business					
13. I constantly monitor my level of commitment					
14. I share resources with all employees					

Section D: Entrepreneurial Networking

The statements in this section are related to the entrepreneurial networking in your business. Please provide the answer to each statement by using the following scale.

1	2	3	4	5
Strongly Disagree	Disagree	Slightly Agree	Agree	Strongly Agree

Item	1	2	3	4	5
1. Families					
2. Friends					
3. Acquaintance					
4. Government Agencies					
5. Non-government Agencies (NGO)					
6. Small Firms					
7. Financial Institutions					
8. Chamber of commerce					

Section E: Business Performance

The statements in this section are related to the business performance in your business. Please provide the answer to each statement by using the following scale.

1	2	3	4	5
Very Low	Low	Consistent	High	Very High

Based on the last year (or since its establishment), your business	1	2	3	4	5
1. Sales Growth Rate					
2. Employment Growth					
3. Gross Profit Growth					
4. Return on Asset					
5. Return on Investment					

Questionnaire in Malay



Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

Kepada responden,

Saya merupakan mahasiswa Sarjana di Universiti Utara Malaysia (UUM) sedang menjalankan kajian yang bertajuk “Orientasi Keusahawanan, Orientasi Pasaran, Jaringan Keusahawanan dan Prestasi Perniagaan dalam kalangan pemilik perniagaan kecil-kecilan di Wilayah Persekutuan Labuan. Kajian ini bertujuan bagi mengenalpasti pengaruh orientasi keusahawanan, orientasi pasaran dan jaringan keusahawanan terhadap prestasi perniagaan dalam kalangan pemilik perniagaan kecil-kecilan di Wilayah Persekutuan Labuan.

Saya sangat berbesar hati sekiranya pihak tuan/puan sanggup meluangkan masa untuk melengkapkan borang soal selidik ini. Kajian ini dijalankan atas tujuan pembelajaran dan jawapan pihak tuan/puan adalah dirahsiakan. Sila hubungi saya melalui nombor +60146756398 atau emel saya melalui shyalwisuhimi@gmail.com sekiranya terdapat sebarang persoalan berkaitan dengan kajian ini.

Terima kasih atas masa dan kerjasama anda.

Yang Benar,

Shyalwi bin Suhimi

820930

Sarjana Sains (Pengurusan)

Universiti Utara Malaysia

Bahagian A: Demografi

Sila tandakan pada ruang yang disediakan dengan jawapan yang mewakili respon anda terhadap item-item yang berikut.

Latar Belakang Peribadi

1. Jantina

<input type="checkbox"/>	Lelaki
<input type="checkbox"/>	Perempuan

2. Umur

<input type="checkbox"/>	18 – 25 tahun
<input type="checkbox"/>	26 – 35 tahun
<input type="checkbox"/>	36 – 49 tahun
<input type="checkbox"/>	50 tahun ke atas

3. Bangsa/Etnik

<input type="checkbox"/>	Melayu
<input type="checkbox"/>	Cina
<input type="checkbox"/>	India
<input type="checkbox"/>	Lain-lain

Latar Belakang Perniagaan

4. Bagaimanakah anda boleh menjadi pemilik perniagaan ini?

<input type="checkbox"/>	Usaha sendiri
<input type="checkbox"/>	Diwarisi daripada keluarga

5. Pendapatan jualan (bulanan) anda?
Sila nyatakan.
RM

6. Berapa lamakah anda sudah melibatkan diri dalam perniagaan?

<input type="checkbox"/>	1 tahun dan kurang
<input type="checkbox"/>	2 – 5 tahun
<input type="checkbox"/>	6 – 9 tahun
<input type="checkbox"/>	10 tahun dan lebih

7. Berapakah jumlah produk yang telah dihasilkan oleh perniagaan anda?

<input type="checkbox"/>	1 produk
<input type="checkbox"/>	2 – 4 produk
<input type="checkbox"/>	Lebih daripada 5 produk

8. Berapakah jumlah terkini pekerja anda?

<input type="checkbox"/>	1 orang pekerja
<input type="checkbox"/>	2 – 3 orang pekerja
<input type="checkbox"/>	4 orang pekerja

Bahagian B: Hubungan Orientasi Keusahawanan

Pernyataan dalam bahagian ini berkaitan dengan orientasi keusahawanan di dalam perniagaan anda. Sila jawab setiap pernyataan menggunakan skala yang berikut.

1	2	3	4	5
Sangat Tidak Setuju	Tidak Setuju	Kurang setuju	Setuju	Sangat setuju

Item	1	2	3	4	5
Autonomi (pemberian kuasa)					
23. Pekerja saya mempunyai autonomi dalam melakukan kerja mereka tanpa penyeliaan yang berterusan					
24. Pekerja saya menjalankan kerja yang membolehkan mereka melakukan perubahan terhadap cara mereka menjalankan tugas mereka					
25. Pekerja saya diberikan kebebasan untuk membuat keputusan tentang cara yang terbaik untuk mereka menjalankan tugas mereka					
26. Pekerja saya digalakkan untuk menguruskan tugas mereka sendiri mengikut keselesaan mereka					
27. Pekerja saya diberikan tanggungjawab untuk bertindak sendirian sekiranya mereka merasakan bahawa tindakan tersebut memberikan kebaikan terhadap perniagaan					
Inovatif					
28. Perniagaan saya secara kerap memperkenalkan produk terbaru					
29. Perniagaan saya telah menambah barisan produk dari semasa ke semasa					
30. Perniagaan saya meletakkan penekanan yang tinggi kepada produk yang baharu kepada pengguna					
31. Perniagaan saya telah melakukan perubahan cara baru terhadap proses operasi perniagaan dari semasa ke semasa					
32. Perniagaan saya kreatif dalam kaedah operasi					
Pengambilan risiko					
33. Perniagaan saya berani mengambil risiko yang dianggap boleh ditangani oleh perniagaan					
34. Pekerja saya digalakkan untuk mengambil risiko yang boleh dihitungkan terhadap idea-idea baru perniagaan					
35. Pengambilan risiko dianggap sebagai perkara yang positif dalam kalangan pekerja saya					
36. Perniagaan saya menekankan penerokaan terhadap peluang perniagaan					

Proaktif					
37. Perniagaan saya selalunya merupakan antara yang terawal memperkenalkan produk yang terbaru di pasaran					
38. Perniagaan saya biasanya akan bertindak balas dengan sesuatu yang dilakukan oleh perniagaan lain					
39. Perniagaan saya secara berterusan memantau trend pasaran					
40. Perniagaan saya secara berterusan mengenal pasti keperluan pelanggan pada masa akan datang					
Daya saing yang agresif					
41. Perniagaan saya bersungguh-sungguh dalam persaingan					
42. Saya menggalakkan pekerja untuk mengamalkan bersaing secara agresif					
43. Secara keseluruhannya, perniagaan saya mengambil pendekatan yang sangat agresif apabila bersaing dengan perniagaan lain					
44. Perniagaan saya cuba untuk mengurangkan persaingan semampu yang mungkin					

Bahagian C: Orientasi Pasaran

Pernyataan dalam bahagian ini berkaitan dengan orientasi pasaran di dalam perniagaan anda. Sila jawab setiap pernyataan menggunakan skala yang berikut.

1	2	3	4	5
Sangat Tidak Setuju	Tidak Setuju	Kurang setuju	Setuju	Sangat setuju

Item	1	2	3	4	5
Orientasi Pesaing					
1. Saya mencari maklumat berkenaan strategi pesaing-pesaing saya					
2. Saya bertindak balas dengan setiap tindakan pesaing dengan cepat					
3. Strategi saya bagi mendapatkan kelebihan persaingan ialah berdasarkan kepada kefahaman saya terhadap keperluan pengguna					
4. Saya kerap mengambil berat terhadap kekuatan pesaing-pesaing saya					
5. Saya kerap mengambil berat terhadap strategi-strategi perniagaan para pesaing saya					
Orientasi Pelanggan					
6. Objektif perniagaan saya adalah terdorong daripada kepuasan pelanggan					
7. Saya suka melakukan tinjauan terhadap pelanggan sedia ada					

8. Saya suka melakukan tinjauan terhadap mereka yang berpotensi untuk menjadi pelanggan saya					
9. Saya sangat mengambil berat terhadap kepuasan para pelanggan saya					
10. Strategi perniagaan saya didorong oleh kepercayaan saya tentang bagaimana saya boleh memberikan nilai yang besar kepada pelanggan saya					
11. Saya memberikan penekanan terhadap perkhidmatan selepas jualan kepada pelanggan saya					
Inter-functional					
12. Saya memahami bagaimana saya boleh menyumbang dalam memberikan nilai kepada para pelanggan saya					
13. Saya memantau komitmen saya secara berterusan					
14. Saya berkongsi semua sumber yang ada dengan semua pekerja					

Bahagian D: Jaringan Keusahawanan

Sila tandakan (/) bagi menunjukkan tahap jaringan dalam menentukan kejayaan perniagaan pada masa kini dengan menggunakan skala yang berikut.

1	2	3	4	5
Sangat Tidak Setuju	Tidak Setuju	Kurang Setuju	Setuju	Sangat setuju

Item	1	2	3	4	5
1. Ahli keluarga					
2. Kawan-kawan					
3. Kenalan					
4. Agensi kerajaan					
5. Badan bukan kerajaan (NGO)					
6. Firma-firma kecil					
7. Institusi kewangan					
8. Ruang perniagaan (chamber of commerce)					

Bahagian E: Pemboleh Ubah Bersandar Prestasi Perniagaan

Pernyataan dalam bahagian ini berkaitan dengan prestasi perniagaan anda. Sila jawab setiap pernyataan menggunakan skala yang berikut.

1	2	3	4	5
Sangat Rendah	Rendah	Konsisten	Tinggi	Sangat Tinggi

Berdasarkan kepada pencapaian tahun sebelumnya (atau sejak ditubuhkan) saya mengalami ...	1	2	3	4	5
1. Kadar pertumbuhan jualan					
2. Pertumbuhan pekerjaan					
3. Pertumbuhan keuntungan					
4. Pulangan terhadap asset					
5. Pulangan terhadap pelaburan					



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APPENDIX 2

Outliers Test

ZTotalBP	ZTotalEO	ZTotalMO	ZTotalEN
1.44327	-0.13684	0.29044	-0.87057
2.04463	-0.50527	-0.8825	-1.29085
1.44327	-1.97896	-1.27349	-0.87057
0.84191	-0.50527	0.29044	0.81053
-1.56354	-0.13684	-1.66447	-1.29085
0.84191	-1.24211	-0.8825	-2.1314
0.84191	-0.50527	0.29044	-2.1314
0.84191	-0.50527	0.68143	-0.03002
0.84191	-1.24211	-1.66447	-0.4503
1.44327	-0.13684	-0.49152	0.39026
-0.36082	-0.13684	-0.10054	-0.87057
0.84191	-1.61053	0.68143	-0.4503
0.84191	-0.13684	0.68143	-0.4503
0.84191	-0.50527	-0.8825	-1.29085
1.44327	0.6	-0.49152	-0.4503
0.84191	-0.13684	1.85437	0.81053
-0.36082	1.70527	1.46339	-0.03002
-0.36082	0.96842	-0.8825	-0.87057
-1.56354	-1.24211	-1.27349	-0.87057
-0.36082	-0.13684	-2.44643	-1.29085
-0.36082	-0.13684	1.46339	0.81053
0.84191	0.23158	-0.49152	0.81053
0.84191	-1.61053	0.68143	-0.03002
0.84191	-1.61053	-0.8825	-0.87057
-0.96218	-0.13684	-0.8825	-0.87057
2.04463	0.23158	-0.10054	0.39026
-0.96218	0.23158	0.29044	0.39026
-0.96218	0.96842	0.29044	1.65108
-0.96218	0.6	1.07241	-0.4503
-1.56354	-1.61053	-0.49152	0.81053
-0.36082	-1.24211	-1.27349	-1.71112
-2.76626	-0.87369	0.29044	1.65108
-0.96218	0.6	0.68143	0.39026
-0.96218	-0.87369	0.29044	-0.03002
-0.96218	-0.87369	0.68143	-0.03002
-0.36082	0.96842	0.68143	0.39026

-0.96218	-0.87369	-0.10054	-0.03002
-0.36082	0.96842	0.68143	0.81053
-0.36082	-0.13684	-0.10054	-0.03002
-0.36082	1.33685	0.68143	-0.03002
-0.36082	1.70527	-0.8825	1.23081
0.84191	0.23158	0.29044	-0.03002
2.64599	0.23158	0.68143	0.81053
-0.36082	0.23158	-0.49152	1.23081
-0.36082	0.6	1.07241	-0.03002
-0.36082	0.96842	-0.10054	1.23081
0.24054	0.96842	-0.10054	-1.29085
0.24054	0.96842	-0.10054	0.39026
0.24054	0.6	1.07241	-0.03002
0.24054	1.33685	1.07241	1.23081
-1.56354	-1.97896	-0.49152	-1.71112
0.24054	-0.87369	-0.10054	1.65108
0.24054	1.33685	1.07241	0.81053
0.24054	1.33685	1.46339	1.23081
0.24054	1.33685	1.07241	-0.87057
0.24054	1.33685	1.07241	1.23081
-0.96218	-0.50527	-1.66447	-0.4503
0.24054	0.6	1.85437	1.65108
0.24054	0.6	-0.49152	0.81053
-0.96218	0.6	-2.05545	-1.71112
0.24054	1.70527	1.46339	0.39026
-0.96218	-0.87369	-1.27349	-0.4503
0.24054	0.23158	-0.10054	0.39026
0.24054	0.23158	0.29044	2.07136
0.24054	2.07369	-0.10054	1.23081
0.24054	0.23158	-0.10054	0.39026
-0.96218	-1.24211	-1.66447	-0.4503
-2.1649	-1.61053	-1.27349	-1.29085
0.24054	-0.50527	-0.10054	0.39026
0.24054	-0.50527	1.85437	-0.4503

APPENDIX 3

Normality Test

Entrepreneurial Orientation

Case Processing Summary

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalEO	70	100.0%	0	0.0%	70	100.0%

Descriptives

		Statistic	Std. Error
TotalEO	Mean	83.3714	.32442
	95% Confidence Interval for Mean	Lower Bound 82.7242	
		Upper Bound 84.0186	
	5% Trimmed Mean	83.3730	
	Median	83.0000	
	Variance	7.367	
	Std. Deviation	2.71427	
	Minimum	78.00	
	Maximum	89.00	
	Range	11.00	
	Interquartile Range	4.25	
	Skewness	-.070	.287
	Kurtosis	-.756	.566

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalEO	.083	70	.200*	.974	70	.150

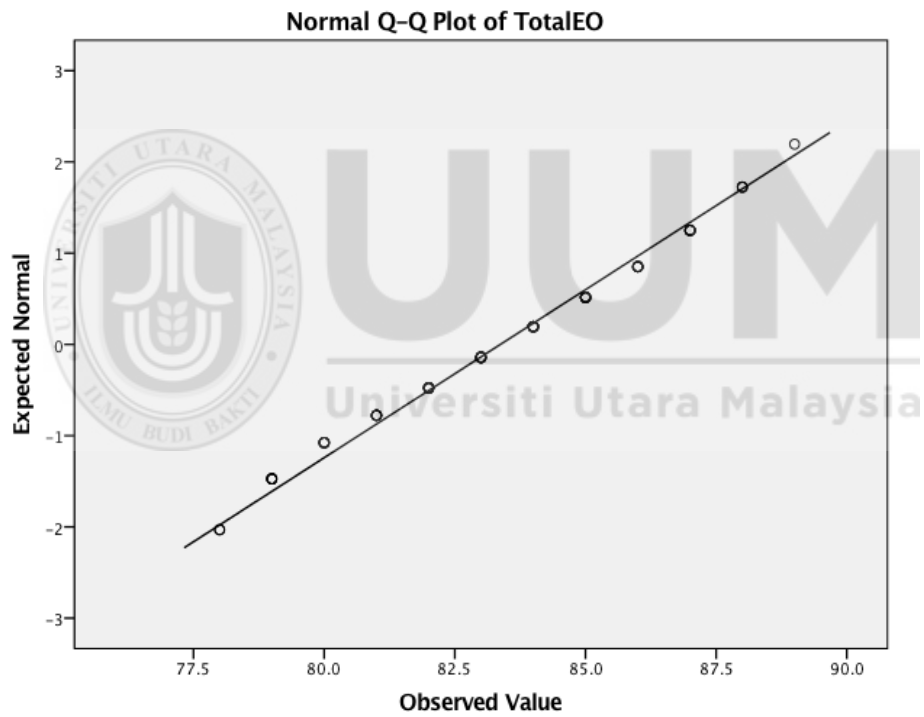
*. This is a lower bound of the true significance.

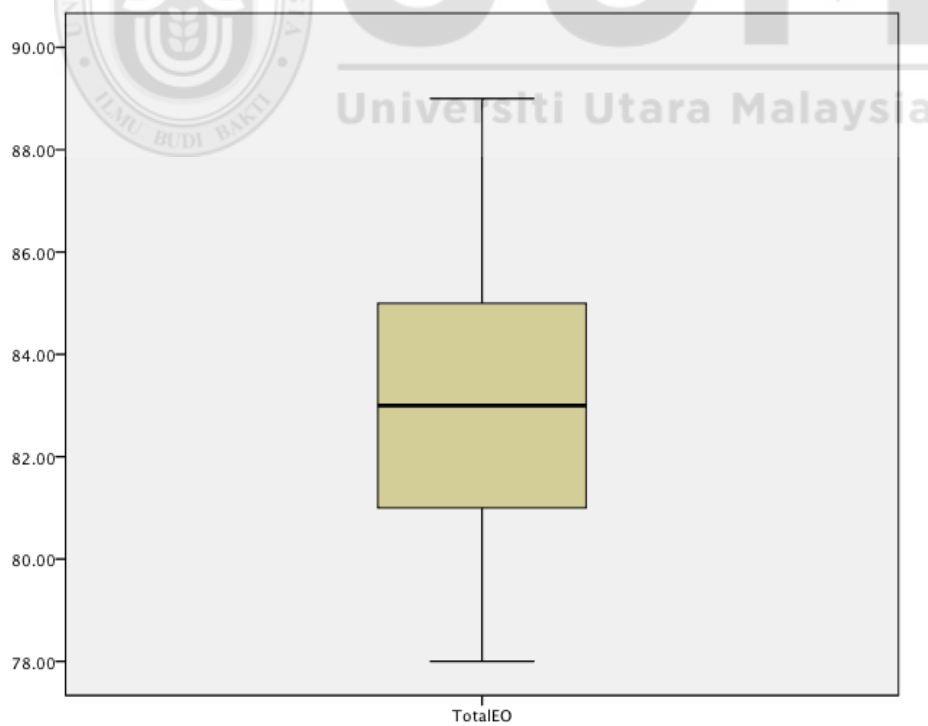
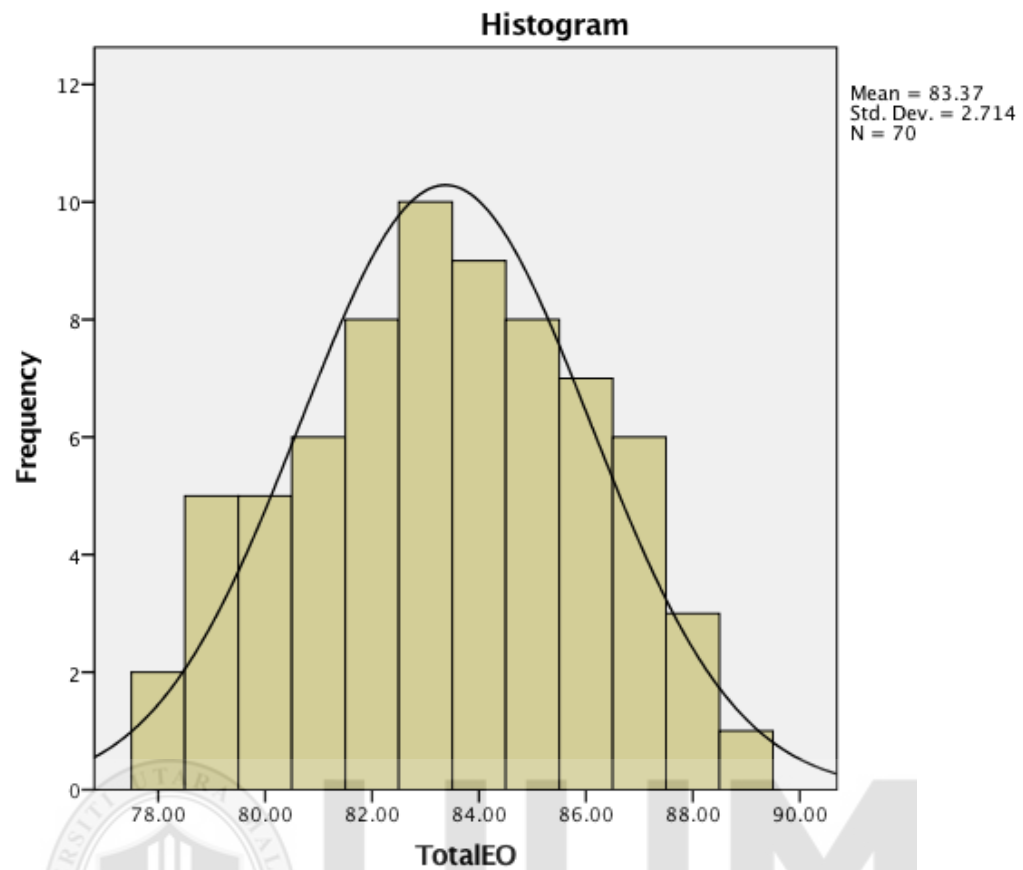
a. Lilliefors Significance Correction

TotalEO Stem-and-Leaf Plot

Frequency	Stem & Leaf
.00	7 .
7.00	7 . 8899999
11.00	8 . 00000111111
18.00	8 . 222222223333333333
17.00	8 . 44444444455555555
13.00	8 . 6666666777777
4.00	8 . 8889

Stem width: 10.00
Each leaf: 1 case(s)





Market Orientation

Case Processing Summary

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalMO	70	100.0%	0	0.0%	70	100.0%

Descriptives

		Statistic	Std. Error
TotalMO	Mean	53.2571	.30570
	95% Confidence Interval for Mean	Lower Bound	52.6473
		Upper Bound	53.8670
	5% Trimmed Mean	53.2857	
	Median	53.0000	
	Variance	6.542	
	Std. Deviation	2.55766	
	Minimum	47.00	
	Maximum	58.00	
	Range	11.00	
	Interquartile Range	4.00	
	Skewness	-.210	.287
	Kurtosis	-.487	.566

Tests of Normality

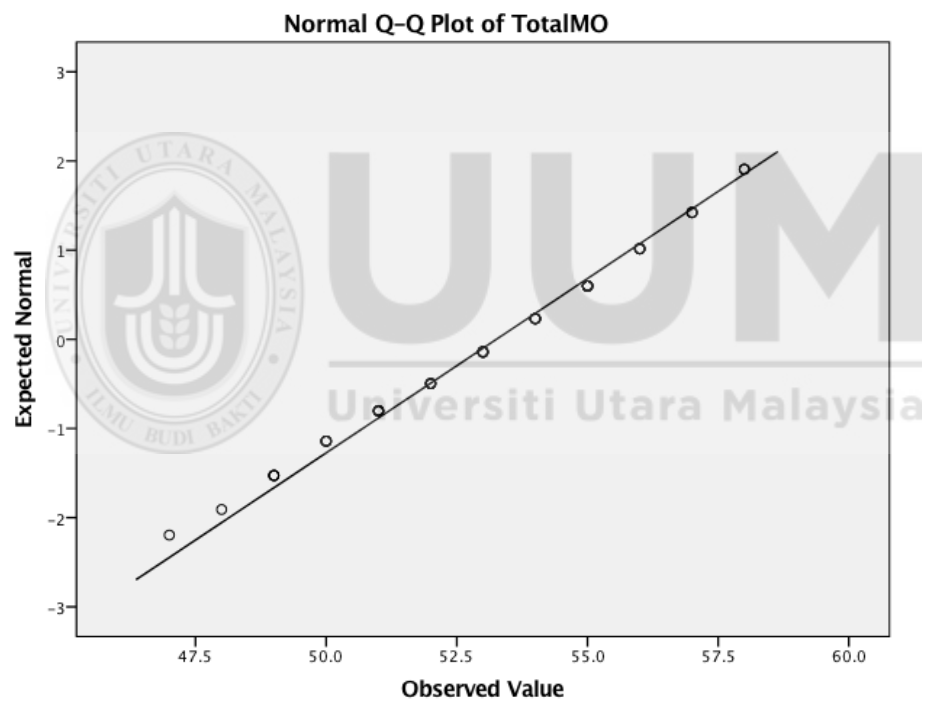
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalMO	.103	70	.064	.976	70	.204

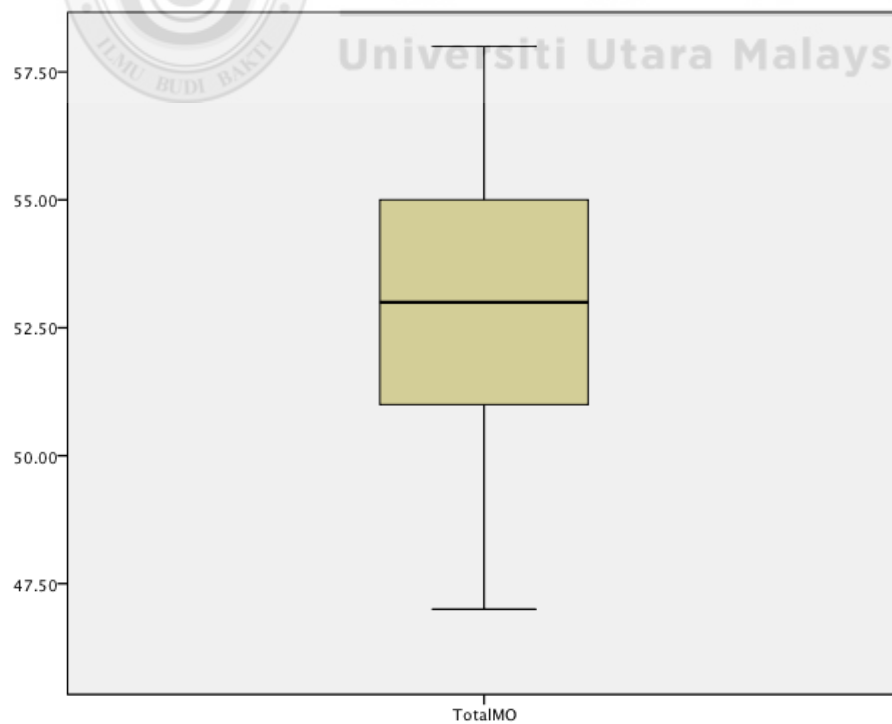
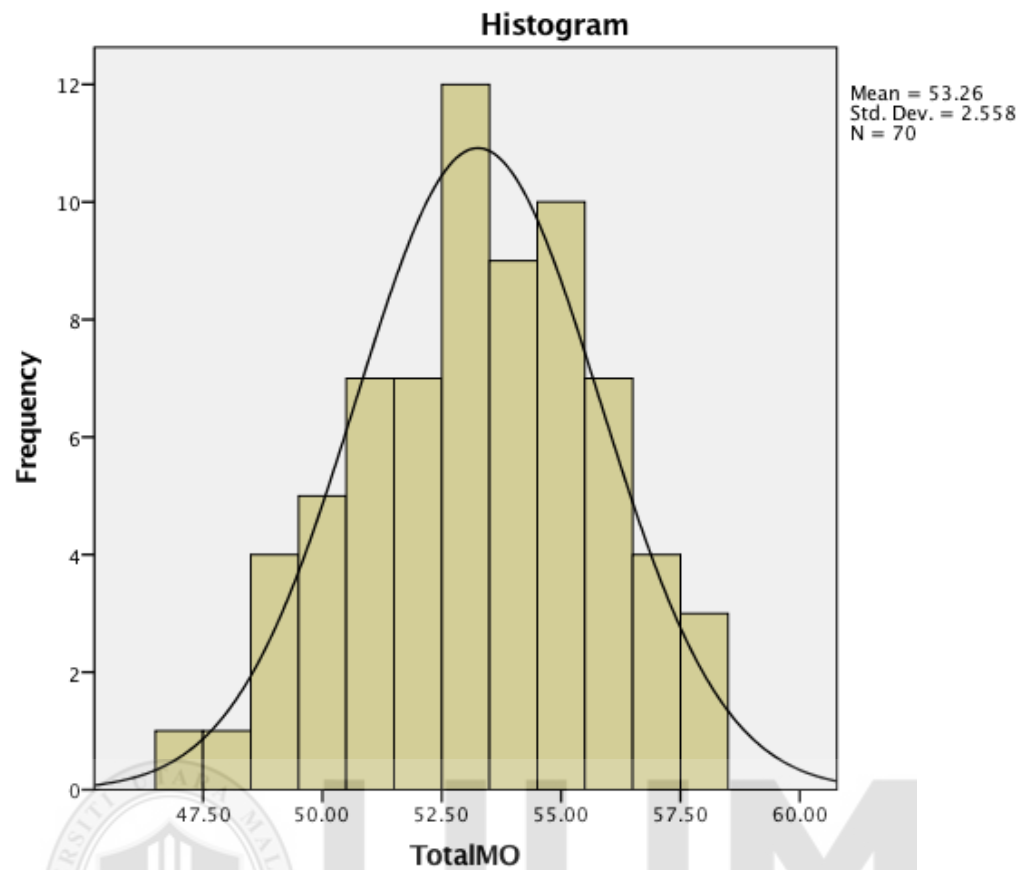
a. Lilliefors Significance Correction

TotalMO Stem-and-Leaf Plot

Frequency	Stem & Leaf
1.00	4 . 7
5.00	4 . 89999
12.00	5 . 000001111111
19.00	5 . 2222222333333333333
19.00	5 . 4444444445555555555
11.00	5 . 66666667777
3.00	5 . 888

Stem width: 10.00
Each leaf: 1 case(s)





Entrepreneurial Networking

Case Processing Summary

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalEN	70	100.0%	0	0.0%	70	100.0%

Descriptives

		Statistic	Std. Error
TotalEN	Mean	31.0714	.28439
	95% Confidence Interval for Mean	Lower Bound Upper Bound	
		30.5041 31.6388	
	5% Trimmed Mean	31.0952	
	Median	31.0000	
	Variance	5.661	
	Std. Deviation	2.37939	
	Minimum	26.00	
	Maximum	36.00	
	Range	10.00	
	Interquartile Range	4.00	
	Skewness	-.120	.287
	Kurtosis	-.654	.566

Tests of Normality

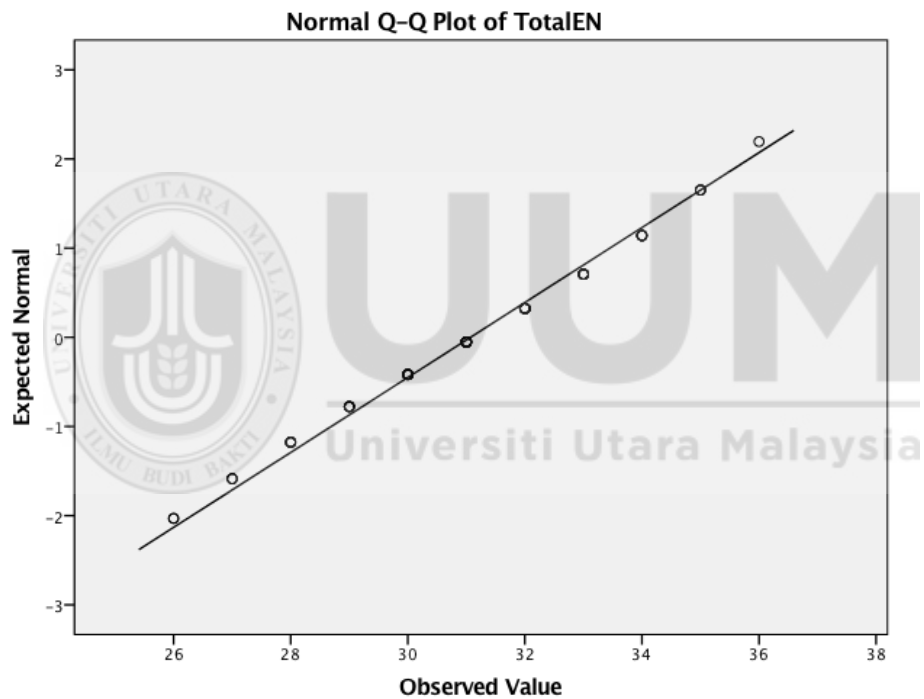
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalEN	.095	70	.198	.974	70	.162

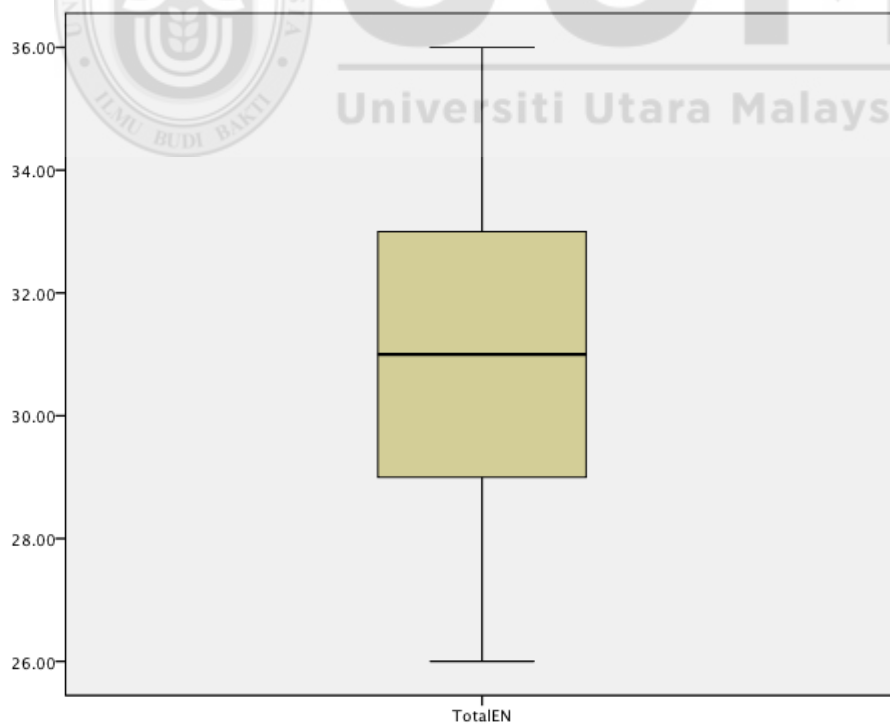
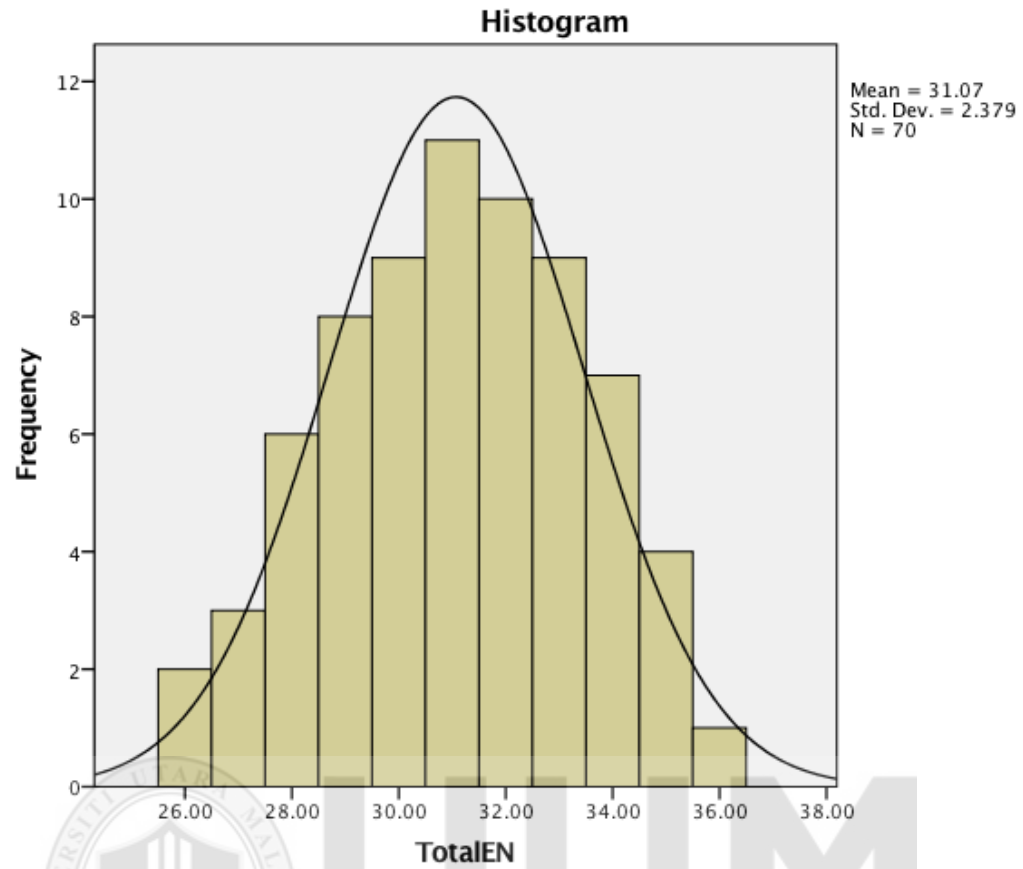
a. Lilliefors Significance Correction

TotalEN Stem-and-Leaf Plot

Frequency	Stem & Leaf
.00	2 .
5.00	2 . 66777
14.00	2 . 888888999999999
20.00	3 . 0000000001111111111
19.00	3 . 2222222222333333333
11.00	3 . 44444445555
1.00	3 . 6

Stem width: 10.00
Each leaf: 1 case(s)





Business Performance

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
TotalBP	70	100.0%	0	0.0%	70	100.0%

Descriptives

			Statistic	Std. Error
TotalBP	Mean		18.6000	.19875
	95% Confidence Interval for Mean	Lower Bound	18.2035	
		Upper Bound	18.9965	
	5% Trimmed Mean		18.5952	
	Median		19.0000	
	Variance		2.765	
	Std. Deviation		1.66289	
	Minimum		14.00	
	Maximum		23.00	
	Range		9.00	
	Interquartile Range		3.00	
	Skewness		-.034	.287
	Kurtosis		.388	.566

Tests of Normality

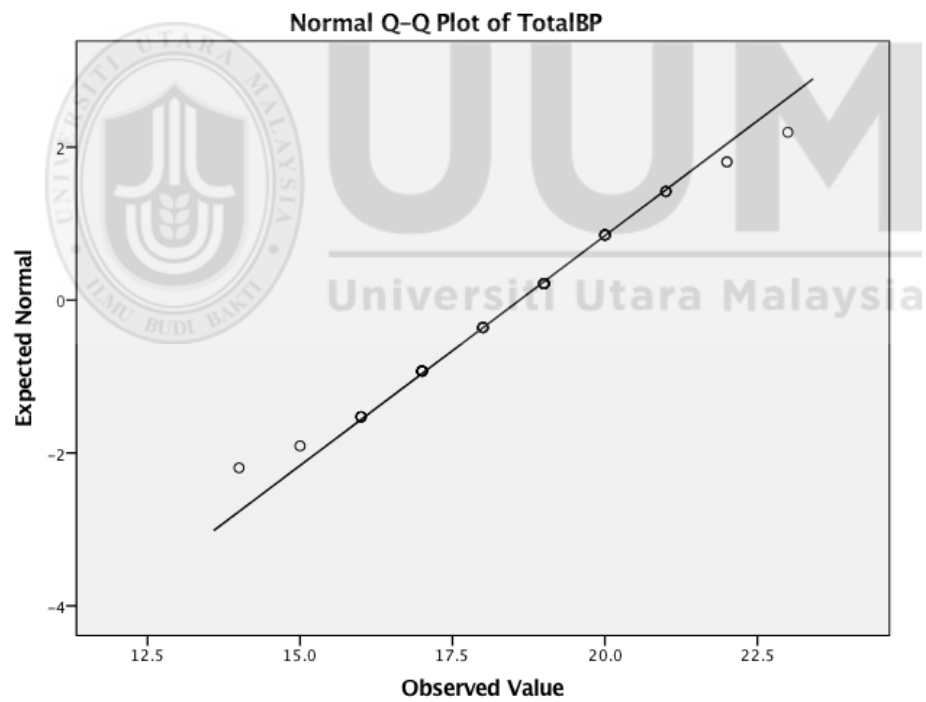
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TotalBP	.138	70	.002	.967	70	.064

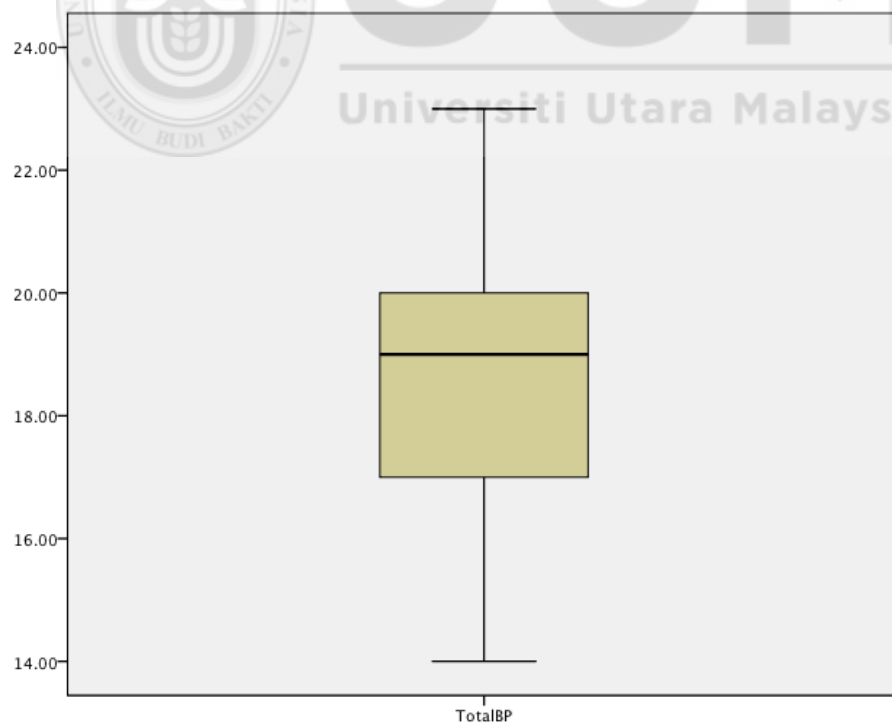
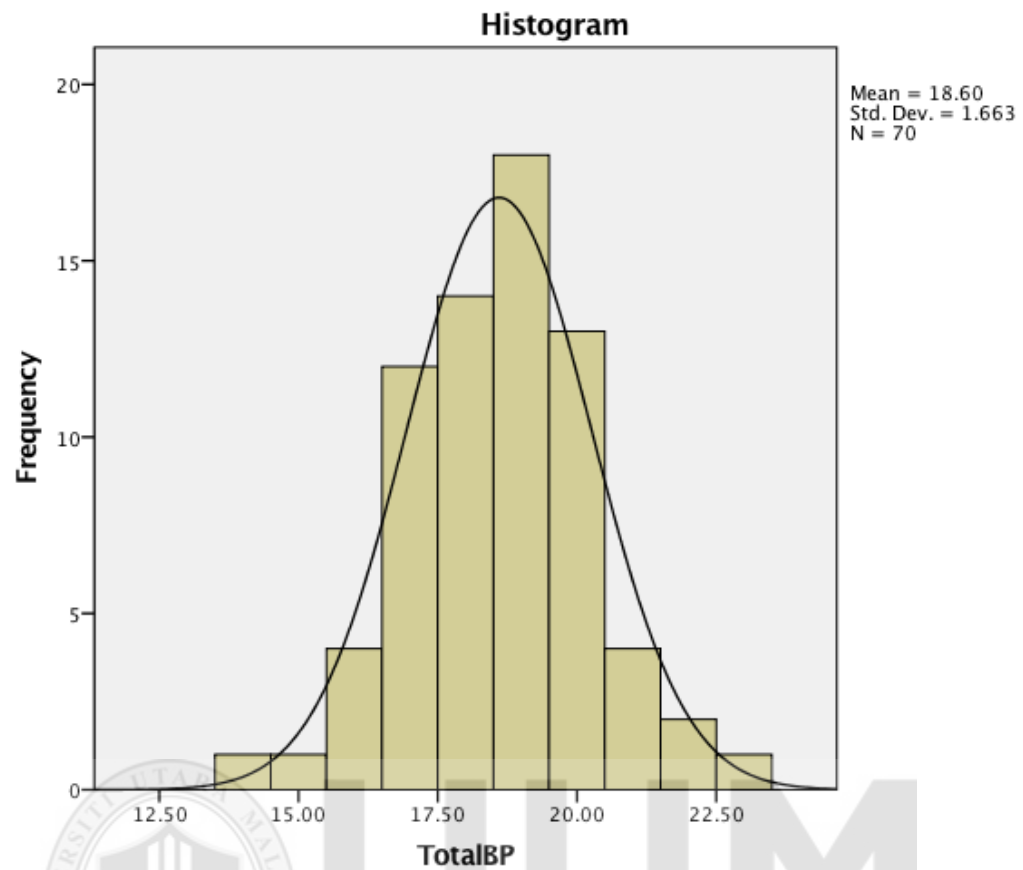
a. Lilliefors Significance Correction

TotalBP Stem-and-Leaf Plot

Frequency	Stem &	Leaf
1.00	14 .	0
1.00	15 .	0
4.00	16 .	0000
12.00	17 .	00000000000000
14.00	18 .	000000000000000
18.00	19 .	000000000000000000
13.00	20 .	00000000000000
4.00	21 .	0000
2.00	22 .	00
1.00	23 .	0

Stem width: 1.00
Each leaf: 1 case(s)





APPENDIX 4

Linearity Test

Entrepreneurial Orientation

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
TotalBP *	Between	(Combined)	41.660	11	3.787	1.473	.167
TotalEO	Groups	Linearity	1.587	1	1.587	.617	.435
		Deviation from Linearity	40.073	10	4.007	1.558	.143
	Within Groups		149.140	58	2.571		
	Total		190.800	69			

Market Orientation

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
TotalBP *	Between	(Combined)	23.795	11	2.163	.751	.685
TotalMO	Groups	Linearity	6.270	1	6.270	2.178	.145
		Deviation from Linearity	17.525	10	1.752	.609	.800
	Within Groups		167.005	58	2.879		
	Total		190.800	69			

Entrepreneurial Networking

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
TotalBP *	Between	(Combined)	25.401	10	2.540	.906	.534
TotalEN	Groups	Linearity	.010	1	.010	.004	.952
		Deviation from Linearity	25.391	9	2.821	1.006	.445
	Within Groups		165.399	59	2.803		
	Total		190.800	69			

APPENDIX 5

Frequency Distribution

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	18	25.7	25.7	25.7
	Female	52	74.3	74.3	100.0
	Total	70	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26 - 35	34	48.6	48.6	48.6
	36 - 49	25	35.7	35.7	84.3
	50 and above	11	15.7	15.7	100.0
	Total	70	100.0	100.0	

		Race			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	61	87.1	87.1	87.1
	Chinese	5	7.1	7.1	94.3
	Indian	2	2.9	2.9	97.1
	Others	2	2.9	2.9	100.0
	Total	70	100.0	100.0	

How did you become the owner of the business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Founder	68	97.1	97.1	97.1
	Inherited from family	2	2.9	2.9	100.0
	Total	70	100.0	100.0	

How much is your sales (monthly)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM10,000 to RM19,999	28	40.0	40.0	40.0
	Rm20,000 to RM29,999	28	40.0	40.0	80.0
	RM30,000 and above	14	20.0	20.0	100.0
	Total	70	100.0	100.0	

How long have you been involved in the business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 - 5 years	52	74.3	74.3	74.3
	6 - 9 years	14	20.0	20.0	94.3
	10 years and above	4	5.7	5.7	100.0
	Total	70	100.0	100.0	

How many products have been produced by your business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 - 4 products	56	80.0	80.0	80.0
	More than 5 products	14	20.0	20.0	100.0
	Total	70	100.0	100.0	

How many employees do you have currently

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 employee	45	64.3	64.3	64.3
	2 - 3 employees	21	30.0	30.0	94.3
	4 employees	4	5.7	5.7	100.0
	Total	70	100.0	100.0	

APPENDIX 6

Descriptive Analysis

Entrepreneurial Orientation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
EO1	70	3	4	3.71	.455
EO2	70	3	5	3.80	.437
EO3	70	2	4	2.94	.289
EO5	70	2	5	3.74	.502
EO6	70	2	5	3.79	.478
EO7	70	2	4	3.61	.519
EO8	70	2	5	3.79	.478
EO9	70	2	5	3.83	.538
EO10	70	2	5	3.70	.521
EO11	70	2	5	3.70	.521
EO12	70	2	5	3.66	.587
EO13	70	2	4	3.70	.492
EO14	70	2	4	3.70	.492
EO15	70	3	5	3.84	.500
EO15	70	3	4	3.56	.500
EO16	70	2	5	3.77	.487
EO17	70	3	5	3.80	.437
EO18	70	2	5	3.79	.478
EO19	70	2	5	3.79	.478
EO20	70	2	5	3.73	.509
EO21	70	2	5	3.64	.539
EO22	70	2	5	3.70	.521
Valid N (listwise)	70				

Market Orientation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
MO1	70	2	5	3.76	.600
MO2	70	2	5	3.86	.572
MO3	70	2	5	3.86	.572
MO4	70	2	5	3.77	.618
MO5	70	2	5	3.77	.618
MO6	70	3	5	4.00	.659
MO7	70	3	5	3.94	.611
MO8	70	3	5	3.87	.536
MO9	70	3	5	3.96	.624
MO10	70	2	5	3.94	.657
MO11	70	2	5	3.90	.617
MO12	70	2	5	3.83	.538
MO13	70	3	5	3.86	.519
MO14	70	2	5	3.94	.634
Valid N (listwise)	70				

Entrepreneurial Networking

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
EN1	70	4	5	4.91	.282
EN2	70	3	5	4.41	.525
EN3	70	3	4	3.96	.204
EN4	70	3	5	3.70	.622
EN5	70	3	4	3.47	.503
EN6	70	2	5	3.69	.553
EN7	70	3	5	3.69	.627
EN8	70	3	5	3.54	.557
Valid N (listwise)	70				

Business Performance

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
BP1	70	2	5	3.96	.669
BP2	70	3	3	3.00	.000
BP3	70	2	5	3.93	.688
BP4	70	2	5	3.96	.669
BP5	70	2	5	3.96	.669
Valid N (listwise)	70				



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APPENDIX 7

Correlation Analysis

Descriptive Statistics

	Mean	Std. Deviation	N
MeanBP	3.7600	.53579	70
MeanEO	3.6948	.43386	70
MeanMO	3.8755	.53916	70
MeanEN	3.9214	.34194	70

Correlations

		MeanBP	MeanEO	MeanMO	MeanEN
MeanBP	Pearson Correlation	1	.758**	.837**	.657**
	Sig. (1-tailed)		.000	.000	.000
	N	70	70	70	70
MeanEO	Pearson Correlation	.758**	1	.890**	.633**
	Sig. (1-tailed)	.000		.000	.000
	N	70	70	70	70
MeanMO	Pearson Correlation	.837**	.890**	1	.665**
	Sig. (1-tailed)	.000	.000		.000
	N	70	70	70	70
MeanEN	Pearson Correlation	.657**	.633**	.665**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	70	70	70	70

** . Correlation is significant at the 0.01 level (1-tailed).

APPENDIX 8

Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.850 ^a	.723	.710	.28854	1.734

a. Predictors: (Constant), EN, EO, MO

b. Dependent Variable: BP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.313	3	4.771	57.308	.000 ^b
	Residual	5.495	66	.083		
	Total	19.808	69			

a. Dependent Variable: BP

b. Predictors: (Constant), EN, EO, MO

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.9399	2.337		6.183	.000
EO	.553	.081	.503	6.583	.000
MO	.321	.087	.275	3.553	.000
EN	.248	.137	.156	1.818	.000

a. Dependent Variable: BP